
Foreign Agricultural Service (FAS)

Strategic Plan: 2001 - 2005

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Introduction

Headquartered in Washington, D.C., the Foreign Agricultural Service (FAS) maintains an international field structure which includes 63 Agricultural Counselor, Attache and Affiliate Foreign National Offices, 17 Agricultural Trade Offices, and a number of agricultural advisors covering 129 countries around the world. FAS administers a variety of export promotion, technical, and food assistance programs in cooperation with other Federal, State, local, private sector, and international organizations. Current FAS employment totals 810 with direct appropriated funding of \$113 million and reimbursable funding of \$55 million for fiscal year 2000.

FAS was established on March 10, 1953, by Secretary's Memorandum No. 1320, Supplement 1. Public Law 83-690, approved August 28, 1954, transferred the agricultural attaches from the Department of State to FAS. These memoranda were consolidated in Title 5 of the Agricultural Trade Act of 1978, as amended. Secretary's Memorandum No. 1020-39 dated September 30, 1993, transferred the functions of the former Office of International Cooperation and Development to FAS.

Serving the National Interest in a Global Competitive Environment:

Continued strong world economic growth and resulting increases in global import demand will push the projected value of agricultural exports to \$51.5 billion, up \$1 billion from the fiscal year 2000 export estimate and \$2.4 billion from fiscal year 1999's low point of \$49.1 billion. Most of the gain in export value will result from anticipated larger export volume, as prices – especially for bulk commodities – are expected to remain relatively low. Expected bulk commodity export volume is up 9.5 million metric tons, the largest since fiscal year 1995.

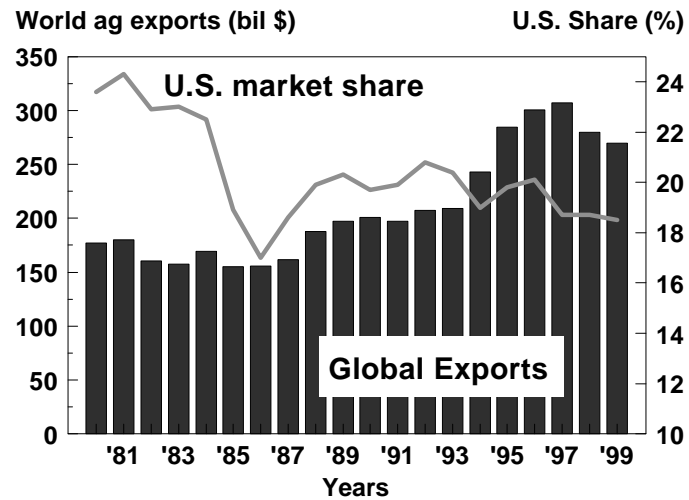
While this trend in U.S. agricultural exports appears to have turned around, we still have work to do to ensure U.S. growth meets or exceeds global import demand growth for U.S. agricultural products. This is evident in the steady erosion in U.S. market share of global agricultural trade over the past two decades, which could culminate in the United States losing out to the European Union (EU) as the world's top agricultural exporter sometime in 2000. From FY 1981 until the global economic crisis in FY 1998, worldwide trade in food and agricultural products nearly doubled. While U.S. agricultural exports also grew during this period – especially over the past decade – the fact is that U.S. export growth lagged that of its major foreign competitors, resulting in a loss of U.S. market share of world imports, from 24 percent in FY 1981 to its current level of 18 percent.

This decline in market share seems to defy what we know about the strength of the U.S. food production system. After all, taken as a whole, the United States has the world's most efficient producers, processors, and distributors of agricultural products. We have one of the safest food supplies in the world. We have an abundance of high-quality bulk commodities and world class high-value and consumer-ready food products, and we have consistently shared our bounty with less fortunate nations through food aid and related assistance.

However, over the last two decades, several factors have contributed to the downward spiral in U.S. market share:

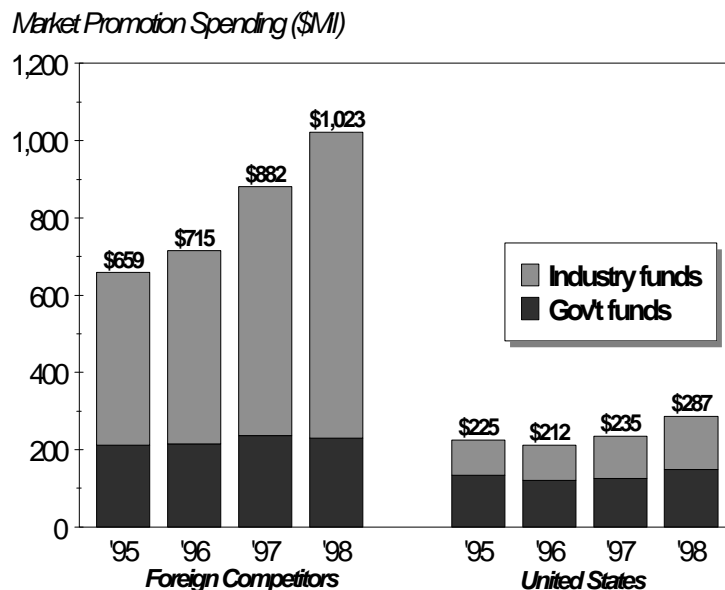
First, global trade in agricultural commodities in recent years has been trending downward. The value of global agricultural trade shrunk from \$302 billion in 1997 to an estimated level of \$270 billion in 1999. Global import demand has been weak due to the lingering effects of the 1998 Asian Financial Crisis and higher production of basic commodities worldwide. This has resulted in soft world market prices for many basic agricultural commodities and foodstuffs. Additionally, the U.S. dollar remained strong during FY 1999, making U.S. products more expensive relative to competitor countries' products. However, an encouraging fact is that U.S. export share of global trade fell less sharply between 1997 and 1999 than the decline in global imports overall.

U.S. Share of World Agricultural Trade



Second, our major competitors – the European Union (EU) and the Cairns Group, have been outspending the United States in combined public sector and private sector market promotion funding by a wide margin. Market promotion activities were not disciplined in the Uruguay Round. Our competitors were quick to recognize this, increasing spending by 55 percent, to more than \$1 billion, in the past three years (see accompanying chart). Meanwhile, U.S. spending remained flat, and actually declined in real dollar terms after accounting for inflation. Notably, our competitors have directed their increased spending almost exclusively to the high-value and consumer-ready product trade, the fastest growing product sector for global import demand.

Competitors' vs U.S. Investment in Market Promotion Support



Third, direct export subsidies, though disciplined under the Uruguay Round, are still at formidable levels.

The EU was by far the largest user of this form of export assistance, spending \$7.5 billion in 1997, the latest year for which data are available. U.S. direct export subsidies contrast sharply with the EU's —\$121 million, or a mere 1.6 percent of the EU total, in 1997.

Fourth, the commodity composition of our competitors' exports are more closely aligned with the fastest growing sector of global import demand -- namely high value products (HVPs). U.S. high value product exports have performed well over the past two decades and have grown in importance, but they still represent a smaller share of our overall agricultural exports than our competitors. This is especially true of our top competitor, the European Union, which is already the world's leading HVP exporter and could, as early as 2000, overtake the U.S. as the world's leading agricultural exporter.

Faced with continuing budget constraints, a strong U.S. dollar, and continued aggressive spending on market development promotion by our competitors, we must redouble our efforts to improve the outlook for U.S. agricultural exports. FAS will continue to examine why the United States is losing market share in certain markets and, as possible within its budgetary resources, take actions to reverse the situation. For example, FAS plans to continue to:

- pinpoint export promotion and competition constraints to U.S. agricultural, fish, and forest products;
- work to remove trade barriers and trade-distorting practices;
- safeguard U.S. agricultural interests by advocating U.S. policies in the international community;
- help producers, processors, and exporters to strengthen their export knowledge and skills, especially small and new-to-export businesses;
- ensure that the U.S. farm, forest and fishery sectors and our research community have timely and complete intelligence about emerging market opportunities;
- inform foreign buyers about the superior quality and reliable quantities offered by U.S. agricultural producers, and educate them about how to locate U.S. products; and
- use USDA export assistance programs such as the Foreign Market Development Program and Market Access Program to the maximum extent reasonable to pursue export opportunities.

As FAS forges ahead, it will look at new ways of doing business to reduce costs, streamline programs, and tap into new technologies to help the U.S. agricultural industry increase exports. It is imperative that the U.S. government and agricultural industry develop aggressive strategies for collectively confronting the challenges from foreign competitors and reversing the losses in U.S. market share. Strategically focusing scarce budget resources can improve the effectiveness of current dollar outlays. However, FAS is realistic in its expectations of what these improvements can yield without additional public and private resource commitments to ensure competition on an equal footing.

Mission

FAS serves U.S. agriculture's international interests by expanding export opportunities for U.S. agricultural, fish, and forest products and promoting world food security.

This mission is accomplished by partnering with other USDA and Federal agencies, international organizations, State and local governments, and the U.S. private sector, including small businesses, to level the playing field for U.S. agricultural producers and exporters in the global marketplace and ensure a safe, nutritious, and reliable food supply to consumers worldwide. It directly supports the goals and objectives of USDA's strategic plan. (See Appendix for chart linking USDA Objectives and FAS Goals.)

Goals

FAS has two goals: (I) expand export opportunities for U.S. agricultural, fish, and forest products, and (II) promote world food security. Management initiatives outlined in this strategic plan are critical to achieving these goals.

Goal I: Expand export opportunities for U.S. agricultural, fish, and forest products.

Outcome I: A level playing field for U.S. agricultural exporters and producers in the global marketplace. Measurable Goal: Success will be gaged by whether the U.S., by the year 2010, recaptures the 22 percent of world market share it held in 1984. U.S. market share has trended down for two decades and in 1999, it had fallen to just over 18 percent.

Legislative Mandates: Agricultural Trade Act of 1978, as amended and Food, Agriculture, Conservation, and Trade Act of 1990, as amended.

Changes in Federal farm policy with passage of the FAIR Act of 1996 make it clear that growth in income for farming and ranching operations of all sizes is increasingly dependent on market expansion and export growth. FAS takes the lead within the Department to protect and strengthen the long-term competitive position of U.S. agricultural, fish, and forest products in foreign markets. It accomplishes this goal through trade agreements; market development, promotion, and outreach; country and commodity market intelligence collection, analysis, and dissemination; and international financial assistance programs.

P Objective 1.1: Expand foreign market access for U.S. exporters of agricultural, fish, and forest products.

Time Frame for Completion: Ongoing activities, 2001-2005

Strategies

- Ensure fair access for U.S. exporters to growth markets such as China, NIS, and Latin America.
- Monitor and enforce compliance with trade agreements.
- Pursue trade liberalization through bilateral agreements, regional free trade agreements, and the next round of multilateral trade negotiations within the WTO.
- Encourage use of sound science in addressing sanitary, phytosanitary, and biotechnology issues.
- Pursue antidumping and countervailing duty cases.
- Coordinate trade policy initiatives through partner organizations such as the inter-agency Trade Policy Staff Committee

Key Performance Goals

| Outputs/Outcomes | Baseline (FY 1999) | Target (FY 2005) |
|--|-------------------------------|-----------------------------|
| Annual U.S. trade opportunities preserved by assuring implementation of existing trade agreements by signatory countries through the WTO notification process (\$Mil.) | \$1,995 | \$2,500 |
| Annual trade opportunities preserved through development of trade-appropriate guidelines, recommendations, and standards in international organizations (\$Mil.) ^{1/} | \$5,000 | \$6,000 |
| Annual gross trade value of markets created, expanded or retained due to market access activities (other than WTO notifications and/or standards) (\$Mil.) ^{1/} | \$2,567 | \$3,000 |

- P **Objective 1.2:** Focus and expand foreign market development, promotion, and outreach activities to U.S. exporters and foreign buyers.

Time Frame for Completion: Ongoing activities, 2001-2005.

Strategies

- Strengthen foreign market development and promotion efforts by increasing share of overseas activities carried out in markets identified as priorities by MAP and FMD planning processes.
- Focus on emerging markets while protecting hard-won gains in market share in mature markets.
- Increase domestic awareness of export opportunities, export programs, and overseas market intelligence, with special emphasis on small and new-to export agribusiness firms.
- Introduce international buyers to U.S. products and exporters through U.S. and overseas training, marketing seminars, and agribusiness opportunity missions.

Key Performance Goals

| Outputs/Outcomes | Baseline (FY 1999) | Target (FY 2005) |
|--|-------------------------------|-----------------------------|
| Annual number of foreign market constraints (other than trade policy) addressed through MAP and FMD programs | 1,510 | 1,000 |
| Annual combined sales reported by U.S. exporters from on-sight sales at international trade shows, due to FAS' AgExport Connection services (trade leads, buyer alerts, importer lists) and, sales at FAS' overseas-sponsored marketing events (Mil\$) | \$443 | \$545 |

- P **Objective 1.3:** Maintain foreign market intelligence services for U.S. agricultural interests.

In order for food prices to reflect demand and supply, the first and most basic economic principal must be met: to ensure that accurate, timely, and unbiased estimates of production, supply, trade and use are widely distributed to both sellers and buyers. FAS' agricultural market intelligence is fundamental to

ensuring a reliable, fair, and uncorrupted global pricing system for U.S. agricultural producers.

Time Frame for Completion: Ongoing activities, 2001-2005

Strategies

- Collect, analyze, and disseminate global market intelligence information on agricultural production, trade, use, and U.S. export opportunities, that serves a broad U.S. customer base.
- Support intelligence and analysis needs of USDA program operations, and regulatory and policy making activities related to global, regional, or country trade, agricultural, or economic situations.
- Use global weather data and satellite imagery to monitor droughts and other adverse weather conditions, provide early warning products, and improve crop condition assessments, both domestically and internationally.

Key Performance Goals

| Outputs/Outcomes | Baseline (FY 1999) | Target (FY 2005) |
|--|-----------------------|---------------------|
| Percent of FAS circulars that are complete, meet scheduled release dates, and contain no data errors | 95% | 95% |
| Number of average daily user sessions accessing FAS home page over the Internet by non-FAS users | 2,127 | 3,000 |

- P **Objective 1.4:** Focus financial assistance programs to meet evolving foreign market development needs.

Time Frame for Completion: Ongoing activities, 2001-2005.

Strategies

- Improve analytical process to focus appropriate FAS financial assistance program tools on market development needs as identified by overall FAS resource allocation strategy.
- Expand and diversify outreach activities to develop better financial tools which address market failures and changing financial market dynamics.

Key Performance Goals

| Outputs/Outcomes | Baseline (FY 1999) | Target (FY 2005) |
|--|-----------------------|---------------------|
| U.S. agricultural exports supported by GSM export programs (GSM-102/103, Supplier Credit, Facility Credit) (\$Mil. registered) | \$3,045. | \$4,000 |
| U.S. agricultural exports supported by Subsidy Programs (EEP and DEIP) (\$Mil.) | \$340 | \$0 |

P **Key External Factors Affecting Goal I Achievement**

Several factors may affect FAS' ability to achieve its goal of expanding export opportunities. These include budgetary constraints; weather; foreign exchange fluctuations; political instability that may undermine demand in key importing countries; trade barriers; and the trade promotion and marketing practices of foreign competitors. Additionally, potential conflicting goals and/or reductions in resources of other USDA and Federal agencies, and multilateral or private sector organizations with whom we work in partnership and cooperation could have a profound impact on our ability to fulfill stated objectives.

Goal II: Promote world food security.

Outcome II: A safe, nutritious, and reliable food supply for consumers worldwide. Measurable Goal: The U.S. is committed to supporting the World Food Summit's target of reducing the 1996 estimate of 841 million undernourished people world wide by one-half by the year 2015. FAS' supporting activities to world food security focus on food aid distributions and developing the economic, political, and institutional infrastructure that developing countries require to become secure and financially unassisted U.S. agricultural export markets.

Legislative Mandates: Agricultural Trade Act of 1978, as amended; Agricultural Trade Development and Assistance Act of 1954, as amended; Food for Progress Act of 1985; Section 416(b) of the Agricultural Act of 1949; and National Agricultural Research, Extension and Teaching Policy Act of 1977, Section 1458(a).

FAS will continue to participate in foreign food aid activities. Technical assistance, research, and economic development activities primarily funded through USAID to support the long-term goal of reducing by one-half the 1996 estimate of the number of undernourished people worldwide by the year 2015. FAS will contribute to this goal by working in partnership with other public and private sector organizations to help build stable and more prosperous economies through the sustainable management of natural resources. While helping developing countries feed their people, these activities also provide long-term benefits to the U.S. economy by stimulating foreign demand for U.S. agricultural, fish, and forest products through their introduction to consumers in developing countries.

P Objective 2.1: Organize activities that help meet international food security challenges and support sustainable agricultural development internationally.

Time Frame for Completion: Ongoing activities, 2001-2005.

Strategies

- Implement international research, technical assistance, and training activities to enhance agricultural development, food safety and handling, and conservation of natural resources.
- Provide administrative support for USDA participation in international, regional, and specialized organizations that focus on issues related to national and global food security.
- Advance USDA's participation in international fora supporting agricultural activities.

Key Performance Goals

| Outputs/Outcomes | Baseline (FY 1999) | Target (FY 2005) |
|--|----------------------------|----------------------------------|
| By 2005, contribute to reducing the proportionate number of “food insecure” people worldwide by 100 million fewer than would have been “food insecure” assuming no assistance. (Millions) | 841 (1996 estimate) | 741 Total under-nourished |
| Number of annual research, training, and technical assistance activities that promote sustainable agricultural development worldwide and agribusiness and trade facilitation (e.g., nutrition, food aid coordination, SPS, food safety, and biotechnology) in emerging markets | 789 | 800 |

- P Objective 2.2:** Administer food aid and other assistance programs to meet international food security challenges and U.S. Government commitments.

Time Frame for Completion: Ongoing activities, 2001-2005

Strategies

- Use P.L. 480 and Food for Progress programs to meet humanitarian assistance needs and promote sustainable long-term economic development.
- Use Emerging Markets (EMO) program funding to increase and diversify U.S. agricultural exports to emerging market countries that have significant long-term potential for U.S. export growth.

Key Performance Goals

| Outputs/Outcomes | Baseline (FY 1999) | Target (FY 2005) |
|--|-----------------------|---------------------|
| Annual U.S. food aid exports supporting world food security: | | |
| o P.L. 480, Title I (\$Mil.) ^{a/} | \$148.5 | \$175 |
| o CCC-funded Food for Progress (\$Mil.) | \$71.1 | \$100 |
| o Section 416(b) (\$Mil.) ^{b/} | \$793.6 | TBD ^{b/} |

^{1/} Excludes assistance for Russia implemented through a transfer of funds from the Commodity Credit Corporation.

^{2/} Section 416(b) funds are totally dependent on surplus commodity conditions; thus, cannot be predicted.

P Key Factors Affecting Goal II Achievement

Factors which could affect FAS in meeting its goal of helping to improve world food security include budgetary constraints; U.S. crop shortfalls; and reductions in resources of other public and private sector organizations with whom FAS works in cooperation to achieve this national goal.

Management Initiatives

FAS is committed to improving its organizational efficiency and the productivity and diversity of its workforce in the delivery of services to customers. This commitment is driven by recently enacted reforms, including the Government Performance and Results Act (GPRA), Chief Financial Officers Act (CFO), Information Technology Management Reform Act (ITMRA), Government Management Reform Act (GMRA), Presidential Executive Orders on Customer Service, and Partnership Councils mandated by the National Performance Review. FAS' overall management initiative strategy is to align GPRA requirements with other management processes (e.g., budget and technology planning) and systems to improve program delivery of customer services. Key benchmarks for success will be criteria contained in the President's Award for Quality Management. Successful implementation of these initiatives is critical to achieving FAS' strategic goals and objectives since they focus and align agency-wide activities and processes.

Management

Initiative I: Improve program delivery of customer services through strategic planning.

Outcome I: Cost-effective and efficient allocation of human, program, and technology resources.

Legislative Mandates: Government Performance and Results Act; Information Technology Management Reform Act; Chief Financial Officers Act; and Government Management Reform Act.

FAS will improve delivery of customer service by implementing strategic planning as mandated by GPRA at all levels of the organization. This includes developing and implementing strategic and tactical planning processes, and evaluating and reporting on results on an annual basis. FAS also will develop a standard methodology to guide decisions on how overseas offices are staffed. Lastly, FAS plans to engineer business processes to justify the use of appropriate enabling technologies that support cross-cutting functions, as mandated by ITMRA, and integrate the 5-year information technology strategic planning process with GPRA.

Time Frame for Completion: Ongoing activities, 2001 - 2005

Strategies

- Develop, implement, and evaluate FAS strategic plan, annual performance plans, and annual performance reports mandated by the GPRA.
- Carry out activities under the USDA Civil Rights Implementation Plan (CRIT).
- Develop and implement five year information technology strategic planning process and integrate it with the GPRA strategic and annual performance planning processes, follow ITMRA legislation to justify use of appropriate enabling technologies that support cross-cutting functions
- Jointly implement USDA strategic decision making process with APHIS, ARS, ERS, GIPSA, FSIS, and OGC to improve USDA representation on SPS and other international trade policy issues.
- Develop and implement, 100 percent on-line INTERNET E-Government processes for FAS program information, program application, and participant reporting and funds distribution.

Key Performance Goals

| Outputs/Outcomes | Baseline (FY 1999) | Target (FY 2005) |
|---|-----------------------|---------------------|
| Create and modify annual performance plans in out-years as FAS managers learn to plan, evaluate and report on performance goals | Yes | Yes |
| Evaluate results of annual performance plans and report in annual performance reports to Congress beginning in fiscal year 1999 | Yes | Yes |
| Develop and integrate country promotion plans into FAS-wide resource allocation process | n/a | Yes |
| Implement annual global review of overseas staffing patterns based on standardized methodological approach | Yes | Yes |
| Develop and implement 3-year plan for 100 percent INTERNET E-Government on-line operations (Complete by 2003) | Yes | Yes |
| Develop 5-year information resource management strategic plan mandated by ITMRA and implement funded initiatives | Yes | Yes |
| Jointly implement strategic decision making process with other USDA agencies involved in SPS and other international issues to improve USDA representation in national and international fora | Yes | n/a |

P Key Factors Affecting Achievement of Management Initiatives:

Factors which may affect FAS' success in fully implementing its management initiatives include budgetary constraints; departmental realignments and consolidations; and mandated workforce reductions.

Appendix

Organizational Philosophy

- People:** The greatest strength of FAS is its workforce. We will continue to build a team of highly qualified individuals that reflects the diversity of the U.S. population.
- Process:** FAS is committed to demonstrating and promoting excellence and continually improving business processes and services to better satisfy customer needs. We will promote results-driven management practices throughout the agency and the network of partners/cooperators with whom we work.
- Perception:** We will enhance the U.S. public's confidence in public service by ensuring FAS' program activities are consistent with national goals, carefully conceived, well executed, and materially beneficial to U.S. agricultural interests.

FAS Linkages to USDA Strategic Plan

| USDA Goal/Objective: | FAS Goal/Objective: |
|--|---|
| 1.2 Expand market opportunities for U.S. agriculture. | 1.1 Expand foreign market access for U.S. exporters of agricultural, fish, and forest products. 1.2 Focus and expand foreign market development, promotion and outreach activities to U.S. exporters and foreign buyers. 1.3 Maintain foreign market intelligence services for U.S. agricultural interests. 1.4 Focus financial assistance programs to meet evolving market development needs. |
| 2.2 Reduce hunger and malnutrition around the world. | 2.1 Organize activities that help meet international food security challenges and support sustainable agricultural development internationally. 2.2 Administer food aid and other assistance programs to meet international food security challenges and U.S. Government commitments. |
| Goal 5 Operate an efficient, effective and discrimination-free organization. | Management Initiatives I. Improve program delivery of customer service and workforce effectiveness through strategic planning. |

Key External Factors

Strong political and financial support for the various FAS programs continues to be essential for the agency to meet the challenges which lie ahead. These include overcoming foreign competitors' continued use of export subsidies, direct credits and credit guarantee programs, non-price export promotion, monopolistic marketing boards, and various technical assistance programs. Such competitor activities will require FAS to maintain the organizational capacity to respond with a variety of mechanisms and programs to level the playing field for U.S. agricultural exporters and producers. Other external factors outside FAS' span of control include:

- variability in crop production due to weather conditions, both at home and abroad.
- effect of foreign exchange fluctuations on the price of U.S. products abroad.
- political and economic instability that may undermine demand in key importing countries.
- reductions in resources of other USDA and Federal agencies with whom FAS works in partnership to fulfill its strategic mission and goals.
- overwhelming trade promotion and export assistance activities by foreign competitors.

Role of External Entities

The FAS Strategic Plan reflects input from agency employees and external entities that may be affected by the plan under guidance from the Office of the Under Secretary for Farm and Foreign Agricultural Services. The FAS Strategic Plan was developed by Federal employees.

Program Evaluation

An agency-wide division/staff level program evaluation was conducted by the FAS Director of Strategic Operations to validate and refine the strategic plan. To help ensure that performance goals are measured objectively, future annual performance reviews will be coordinated by the Director of Strategic Operations, and will include peer review across FAS program areas. An annual evaluation of GPRA goals, objectives, and organizational processes will be carried out to assess their relevance and determine necessary adjustments. This information will drive changes in resource allocations, future FAS budget requests, and modifications to subsequent strategic and annual performance plans.

Methods to quantify performance measures cited in this strategic plan include electronic tracking systems, project and program evaluations, periodic surveys of end-users, and procedures established and approved by the U.S. Government's Inter-Agency Trade Promotion Coordinating Committee (TPCC) in preparing the annual National Export Strategy report submitted to the President and Congress. National and rural economic impacts are estimated by combining TPCC-estimated export impacts with trade multipliers associated with direct and indirect effects of agricultural exports (multiplier effect per billion worth of agricultural export sales are as follows: national economy = \$1.25 billion; rural economy = \$800 million; national employment in jobs created = 15,200). These are published by USDA's Economic Research Service using results from a 417-sector input-output model of the U.S. economy.

FAS Partnerships

FAS serves as the lead agency in the Department for opening, expanding, and maintaining global market opportunities for U.S. agricultural, fish, and forest products, and coordinates with other organizations to ensure world food security. It continuously interacts with other agencies and mission areas of USDA, as well as other Federal agencies, international organizations, and private sector concerns. The table below provides a list of organizations FAS regularly interacts with to complete its mission.

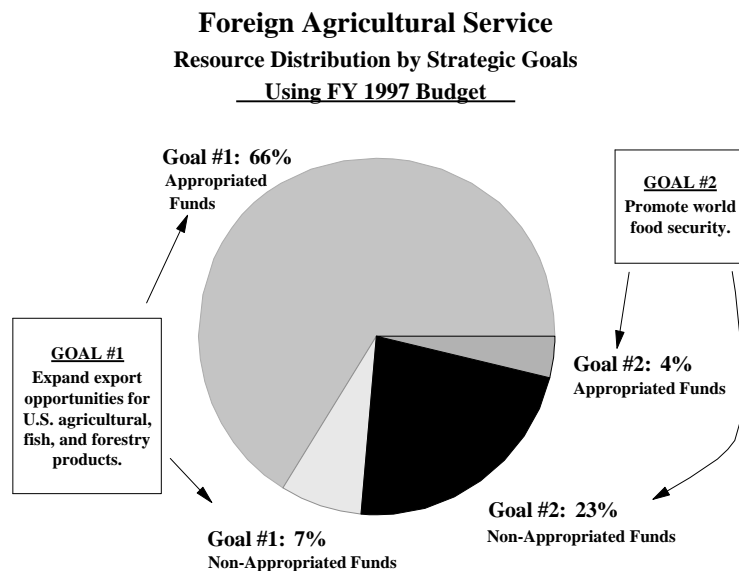
Table 1: FAS Partners

| Goals/ Outcomes: Partnerships: | Goal 1/Outcome 1: Expand exports/ provide level playing field | Goal 2/Outcome 2: Improve world food security/provide safe, reliable food supply | Management Initiatives: Streamline business processes/improve efficiency and effectiveness |
|---|---|--|--|
| USDA agencies | AMS, APHIS, ARS, CSREES, ERS, FSA, FSIS, GIPSA, NASS, Rural Development, and WAOB | AMS, APHIS, ARS, CSREES, ERS, FSA, FSIS, GIPSA, NASS, and Rural Development | USDA Departmental Administration, OCFO, OBPA, OCIO, and other USDA agencies including AMS, APHIS, ARS, CSREES, ERS, FSA, FSIS, GIPSA, NASS, and Rural Development |
| Other Federal agencies | USTR, OMB, DOJ, Commerce Dept., State Dept., Treasury, Eximbank, OPIC, USAID, FDA, EPA, CIA, DOT, and DOD | USTR, OMB, DOJ, Commerce Dept., State Dept., Treasury, Eximbank, OPIC, USAID, FDA, EPA, DOT, and DOD | OMB, Congress, GAO, NPR, and State Dept. |
| International organizations | FAO, World Bank, IMF, Inter-American Institute for Cooperation on Agriculture, World Trade Organization, and OECD | FAO, World Bank, World Food Program, IMF, Inter-American Institute for Cooperation on Agriculture, WTO, OECD, and regional development banks | n/a |
| State and local gov'ts and private sector concerns | State Depts. of Agriculture, regional/state trade groups, world trade centers, cooperators, trade associations and academia | Private Voluntary Organizations (PVOs), academia, State Depts. of Agriculture, regional/state trade groups, world trade centers, cooperators, trade associations | PVOs, State Depts. of Agriculture, regional/state trade groups, world trade centers, cooperators, trade associations and academia (e.g., stakeholder/partner consultations on strategic plan and customer surveys) |

FAS Mission Goals and Budget Expenditures

Goal I is linked to the following budget program activities: market access; market development, promotion, and outreach; market intelligence; and financial marketing assistance. Goal II is linked to only one budget program activity, long-term market and infrastructure development.

Annual performance measures were derived directly from the strategic plan after an analysis of which key tasks, outputs, and outcomes were needed to achieve the strategic goals. Goals, objectives, and performance measures in the strategic plan link directly to goals, objectives, and performance measures in the annual performance plan for the next two fiscal years.



FAS has two management initiatives which focus on promoting effective customer service and efficient program delivery. The first involves developing, integrating, and implementing strategic planning processes at every level of the organization and the second focuses on enhancing workforce effectiveness by removing barriers to performance. Each management initiative has several key tasks, which link to annual performance measures for the next two fiscal years.

Resources Needed

Financial support for adopting enabling technologies and focusing on skills and training needed in the evolving workplace will be needed to facilitate maximum use of human resources. It also will be necessary to maintain all human and program resources dedicated to addressing the strategies outlined in the stated objectives to attain performance targets. The FAS Annual Performance Plan will serve as the vehicle for projecting changes in annual personnel, budget, and information technology resource requirements.